



Stress and Well-Being Policy and Guidance 2020

The Stress and Well-being Guidance and Policy in respect of Kingsfield First/Knypersley First School has been discussed and adopted by the Local Advisory Board in Nov 2020

Chair of Board: *.Mr C. Clulow*

Responsible *Mrs R. Butler/Mrs E. Goodyear*

Agreed and ratified by the Local Advisory Board on: 30.12.2020

To be reviewed: *Dec 2021*



The Children First Learning Partnership Stress and Wellbeing Policy November 2020

The Directors and Local Advisory Board members recognise their Health and Safety responsibilities and will take all reasonably practicable steps to address stress related issues in this school.

In dealing with the issues of stress in school the Local Advisory Board Members will, to the best of their ability, ensure that the following systems are in place, understood and acted upon in an attempt to deal with a problem which is giving increasing cause for concern.

In summary order to achieve the policy aims the school will:

The overall aim of this policy is to promote and maintain both individual and organisational wellbeing. This will help to create the strong, resilient, effective and energetic teams needed for our multi academy trust to achieve its objectives, and to ensure that the people who make up those teams are healthy, committed and feel that they can contribute their best to their work.

The objectives of the policy are: -

- to prevent stress by identifying the causes and eliminating or adequately controlling the risks at source,
- to recognise and deal with stress related problems as they arise,
- to encourage and promote a climate of openness, and
- Ensure equality of treatment of staff.
- to rehabilitate employees suffering from stress through the provision of independent confidential counselling and changing their workload or working environment.

1.1. Policy

A copy of this Policy and accompanying guidance can be found in the school office.

1.2. Responsibility for Co-ordination of Stress Management in our Schools

The member of staff responsible for co-ordinating stress management is the Executive Head or Headteacher

1.3. Stress Risk Assessment

The risk management process must consider work related stress. If present, it should be identified in risk assessments the same way as physical hazards such as hazardous substances or fire risks.

As part of the general risk assessment process, managers must consider whether their staff may be suffering from work stress. Stress is usually revealed by observations of employee difficulties or employee complaints of difficulties and ill-health. It may also be revealed through the following sources of qualitative and quantitative data; sickness absences, personal development review

process, team meetings, stress survey results, high staff turnover/staff leaving, exit interviews, low productivity, focus groups, audit findings, etc.

Managers must complete a Stress Risk Assessment for their Team/Unit and record the findings using the Work Related Stress Risk Assessment Record Form HSF 23. Appendix 3 provides guidance for managers on the process of completing a work related stress risk assessment.

The assessment must be reviewed at least annually and following significant change. Remember a stress risk assessment is a continuous process that needs to be refined and adjusted as pressures change, and following significant change e.g. restructure, change of work location, change to role etc. Control measures should be monitored and improved if necessary.

When identifying the hazards facing the team/unit in terms of pressure, the six categories of risk that may cause work related stress outlined by HSE research will assist in this process:-

1. **Demands** – such as workload and exposure to physical hazards.
2. **Control** – how much say the person has in the way they do their work.
3. **Relationships** – covering issues of bullying and harassment.
4. **Role** – understanding of role and eliminating role conflict.
5. **Support** – training and factors unique to the individual.
6. **Change** – how the organisational change is managed and communicated.

When reviewing risk assessments, the sources of qualitative and quantitative data can provide indicators as to whether the present actions taken to control work related pressure are working effectively, or need to be reviewed.

Significant events with individual employees regarding work related stress would result in the need to review the Team/Unit Work Related Stress Risk Assessment.

It is recommended that managers document everything undertaken in connection with the assessment, including notes of meetings so that they develop a record of progress. Sensitive information provided by individuals must be treated in confidence, and not shared with others without their consent.

The outcomes of any stress risk assessment must be communicated to all relevant employees to ensure that they are aware of the hazards and the actions to be taken to prevent and minimise the potential for ill health caused by work related stress.

Individual employees may differ in their ability to cope with work related pressure. Where this is identified, the employees concerns and the action taken to manage the sources of negative pressure shall be recorded within the individual's appraisals, Personal Performance Review or Supervision/ 1-2-1 meeting records. Confidential/sensitive information provided by individual employees should be taken into account when completing the team stress risk assessment. However, such information about individuals should be recorded separately by the manager and treated in confidence.

At times, employees may highlight concerns regarding stress that are caused by factors outside of work. Action taken to help or support employees through such time will also be documented within PPR or Supervision/ 1-2-1 records.

5.3 Implementing Control Measures

When deciding upon the control measures needed to eliminate or minimise the causes of negative pressure, it must be approached in the same way as any other workplace hazard. It must be assessed and, where found to be excessive, appropriately modified. The following three levels of interventions provide the categories of controls that can be implemented to help eliminate and reduce the causes of negative pressure as well as minimise the effect of negative pressure. Whenever possible primary interventions should be used as these tackle the root causes.

1. **Primary Interventions** – those that seek to remove or modify the cause at source;
2. **Secondary Interventions**- those that seek to equip people to deal more effectively with the pressures they encounter in life;
3. **Tertiary Interventions** - seek to treat any damage that is already done.

Appendix 3 provides more detailed guidance for Managers on the control mechanisms available to effectively manage the negative impact of stress in the workplace.

1.4. Monitoring & Review

Procedures for monitoring stress in school should be an integral management function and be the subject of a regular review. Changes to the school's Senior Management Team, organisation or structure should initiate a review of procedures.

1.5. Statement of Individual's Responsibilities-

- Seeking help early if pressure at work is getting out of hand or beyond control, using their Line Manager, the Staff Counselling Service, Occupational Health Unit, Trades Union, other management channels, Human Resources or the complaint/grievance procedures, as seems appropriate;
- Accepting their responsibility for, and role in, resolving any problem in which their feelings of stress are affecting their work;
- Taking care of themselves, and recognise and respect the need for breaks, lunch periods, holidays, control of work demands, control of working hours and need for a proper work-life balance;
- Not avoiding or ignoring situations of pressure at work that they are finding difficulty coping with, but instead identify and discuss them early and try to be constructive in looking for solutions;
- Respecting the rights and needs of others and their wellbeing;
- Co-operating in the risk assessment process, pressure management survey and other processes undertaken to identify sources of excessive pressure in the workplace;
- Adhering to any control measures identified in risk assessments;
- Understanding and act in accordance with other, associated Children First Learning Partnership policies covering areas that can impact on stress and wellbeing at work, such as those for bullying and harassment;

- Seeking help from their GP and from Occupational Health if they feel that they are becoming ill as a result of pressure either at work or at home.

Executive Headteacher/ Headteacher's Responsibilities

- Conducting and implementing outcomes of risk assessments;
- Ensuring good communication between management and staff, particularly where there are organisational and procedural changes;
- Ensuring that both they and their staff are fully trained to discharge their duties;
- Implement adjustments identified in "Statements of Fitness for Work" including considering phased returns to work, altered hours, amended duties, workplace adaptations or variations in job roles
- Monitoring workloads, working hours and overtime of their staff and themselves, to ensure that people are not overloaded, and can achieve a reasonable worklife balance;
- Monitoring holidays to ensure that they and their staff are taking their full entitlement;
- Setting the right example for others, to show how this Policy is to be applied in practice;
- Ensuring that bullying and harassment is not tolerated;
- Being vigilant and explore possibilities for offering additional support to any member of staff who is experiencing stress for causes taking place outside work, e.g. bereavement or separation;
- Actively managing work related-stress problems affecting team members so as to avoid harm increasing through neglect of the problem, and encourage and expect the person concerned to share the responsibility for doing so;
- Requesting advice from HR if they need assistance to manage the problem or require advice on gaining assistance for an individual;
- Monitoring and reporting on the successful implementation and operation of the Policy on an annual basis;
- Reporting any inability to implement this policy to their line manager to seek a resolution;
- Ensuring that employees who have, or have had, symptoms of mental health problems are treated responsibly and in an understanding manner; dealing with each person's problems on the basis of his or her individual circumstances, and ensuring that nobody's career is affected by the mere fact of their having suffered from mental illness;
- Respecting the confidentiality of their staff.

1.6. Statement of the Local Advisory Board Member's Responsibilities

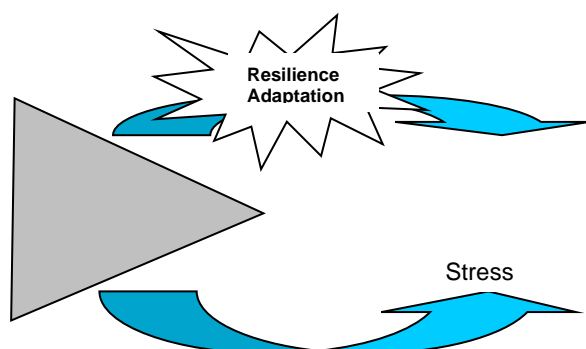
- Give staff comprehensive and relevant information about work-related stress.
- Put measures in place to prevent, so far as is practicable, work-related stress.
- Ensure that adequate resources are in place to support the policy.
- Review and monitor sickness absence levels and staff turnover.

Management of Stress in the Workplace Guidance

Causative Factors of Stress

Effects of Pressure

As the figure below shows, pressure can give rise to a positive or negative outcome, depending on how the individual perceives and responds to it. Our objective in managing individual and organisational stress is to improve the probability that pressure will produce a positive outcome - growth - rather than the negative outcome - stress.



Contributing Factors

Pressures can derive from personal life as well as from work, the negative effects being indistinguishable and cumulative. In consequence, people who are experiencing stress in response to pressures at home, such as marital difficulties or problems with children, will come to work with a significant proportion of their coping capabilities already committed, and therefore not available to accommodate workplace pressures. This provides organisations with the rationale to help employees cope with pressure generally, and not just with pressure at work, since the two are inextricably linked.

A list of all the possible workplace pressures would be virtually endless; the following table attempts to capture the most common and important workplace stressors.

<i>Source of Pressure</i>	Description
Workload	The amount and/or difficulty of the work
Relationships	How well you get on with the people you work with
Recognition	The extent to which you feel that your efforts and achievements are recognised
Organisational climate	The 'feel' or 'atmosphere' within your place of work
Personal responsibility	Being responsible for your actions and decisions
Managerial role	Being responsible for managing and supervising others
Home-work balance	'Switching off' from the pressure of work when at home, and vice versa
Daily hassles	The day-to-day irritants and aggravations in the workplace

Potential Symptoms of Stress

The manifestations of stress are many and varied, and stress has been cited as causing and/or aggravating a large number of medical conditions. The symptoms and signs of stress can be classified as physical, psychological and behavioural. A number of the more common ones are

listed below; although these can all be caused by stress, they can also occur in other circumstances.

Physical

The physical presentations of stress include:

- Altered sleep patterns, such as difficulty getting to sleep, early waking;
- Tiredness;
- Lethargy;
- Panic attacks - breathlessness, bouts of dizziness, light-headedness;
- Dyspeptic symptoms;
- Nausea;
- Bowel symptoms, such as diarrhoea, constipation;
- Headaches;
- Muscle tension, such as neck pain, back pain;
- Nervous twitches.

Psychological

The psychological presentations of stress include:

- Irritability and aggression;
- Anxiety and depression;
- Poor decision making;
- Preoccupation with trivia;
- Inability to prioritise;
- Difficulty coping;
- Mood changes and mood swings;
- Difficulty concentrating;
- Deterioration in recent memory;
- Feelings of failure;
- Lack of self-worth.

Behavioural

The behavioural presentations of stress include:

- Lack of concern for appearance;
- Altered eating habits – more or less appetite;
- Drinking alcohol more;
- Smoking more;
- Absenteeism;
- Increased accidents;
- 'Presenteeism' – being physically at work, but not performing satisfactorily.

Prospects

The outlook is generally good, provided the root causes are identified and successfully tackled. However, as with all illness, early detection and prompt treatment will improve the chances of a positive outcome.

Effect on Work

Stress can have a negative impact on practically all aspects of performance, as can medication used to treat anxiety and depression. Particular consideration should be given to those driving or operating machinery; those in jobs where accuracy is critical; and those whose decisions have significant impact on the organisation.

Management of Stress in the Workplace Guidance

Support Mechanisms

The level at which pressure in our lives begins to exceed what we feel we can cope with varies from one person to another, but also from time to time within the same person, according to many factors. We differ with respect to the type and amount of pressure that we feel comfortable with, or feel we can cope with. We also differ greatly in our expectations, attitude and chosen ways of responding to pressure. Personality, outlook, coping skills and pressures in home life can all also affect whether a level of pressure at work remains a satisfying challenge for us, or starts to feel like something we can no longer easily cope with.

The discomfort of stress is usually short term and causes no lasting harm. In some cases, however, particularly where pressures are intense, continue for some time or are left unresolved, long-term stress can begin to contribute to longer-term psychological problems or physical ill health. It is important that upon noticing that it is happening, we identify its root causes and dealing with them, to bring the situation back under control. To find solutions to work-related stress, responsibility needs to be accepted, shared and discharged jointly by the Children First Learning Partnership and its employees.

At times we all may need a little help and support to resolve the problem. Help directly in the workplace may not be enough for us to feel better able to deal with our work and home life pressures.

In many circumstances, therefore, it may be helpful and supportive for staff to discuss their difficulties with a trained expert who can help to resolve problems, or help us to achieve this for ourselves.

The CFLP provides a Staff Care Counselling Service. This service is easy to use and completely confidential. Help is available with work-related problems and those arising from personal or domestic issues. If you are absent from work, home visits can be arranged. The Think Well service can be contacted directly; staff do not need to go through their line manager or a third party.

In addition to the above you can also be referred to the Occupational Health Unit, or can refer yourself for assistance if you wish. This Unit is an occupational health service provided by the Children First Learning Partnership via an SLA with Entrust for the benefit of all its employees. The professional staff that can be accessed through the unit include a Consultant Occupational Physician and Occupational Health Nursing Advisers.

They are doctors and nurses with additional specialist training and qualifications in occupational health, above and beyond their normal clinical training, qualifications and experience. They are specialists in workplace health and medicine and are familiar with your work. They can therefore help advise you (and your employer if you wish), about health problems affecting your work, in ways that your own GP may not be trained in, familiar with, or have time to do in their busy NHS clinics. They can also discuss and help you with any problems whereby you feel your work may be affecting your health. Occupational Health is primarily a preventive branch of medicine, aiming to

prevent physical and mental ill health and to promote physical and mental wellbeing at work.

As occupational health can also work with us and with our employers, they are better placed than the NHS to help find ways to minimise the effect that any work-related stress may have on our work, to help us solve our problems and find the best available outcome.

The clinical staff in Occupational Health can also refer people for help from a clinical psychologist, if they feel this to be appropriate, and if they agree. The Occupational Health Unit can be approached directly for further advice by calling (01785) 276284.

Some professional associations also offer confidential advice and support. For example 'Education Support Partnership' is a pioneering new service that offers teachers in England and Wales confidential counselling, support and advice . Education Support Partnership can be contacted on 08000 562 561 or www.educationsupportpartnership.org.uk

You may also wish to contact the local branch of your Trades Union, who may be able to offer help, advice and support about any problems you feel you are facing at work, or difficulty you are having in sorting those problems out.

Management of Stress in the Workplace Guidance

Work-related Stress and the Risk Assessment Process

Risk Assessment is an important tool in the prevention and management of workplace stress. It requires management action to identify hazards and the measures necessary to eliminate or control the risks. It is essential that managers record the matters that are a cause for concern and any actions subsequently taken.

The risk assessment process outlined below is taken from the HSE publication 'Tackling Work-Related Stress: A Managers' Guide to Improving Employee Health and Wellbeing'. The process detailed in this guidance is to be used by all managers when undertaking risk assessments.

The Process

The following stages should be undertaken and the findings documented on the Risk Assessment Form

First Stage – Commitment

The first stage is to ensure that there is a positive culture that will enable an open and honest assessment of any issues causing stress and with the potential to affect the health of staff.

- Obtain commitment
- Identify necessary resources
- Allocate sufficient time for the activity

Stress Risk Assessments are to be completed as part of the General Risk Assessment process, and when problems relating to workplace pressure are identified. The risk assessment should be discussed on an individual basis with employees as part of the PDR process.

Second Stage – Assessment

- | | |
|---------------|---|
| Step 1 | Identify the hazards; |
| Step 2 | Decide who can be harmed and how; |
| Step 3 | Evaluate the risk by considering what action you are already taking, deciding if this is enough, and if it is not, deciding what more needs to be done; |
| Step 4 | Record the significant findings of the assessment; and |
| Step 5 | Review the Assessment. |

Identify the Hazards

Identify the hazards facing the team in terms of pressure. It is essential that the individuals concerned be consulted to ensure that all perceived stressors are identified and considered. The six categories of risk that may cause work related stress outlined by HSE research might assist in this process: -

- **Demands** – such as workload and exposure to physical hazards (violence and aggression, lone working, manual handling etc.);
- **Control** – how much say a person has in the way they do their work;
- **Relationships** – covering issues of bullying and harassment;
- **Role** – whether the individual understands their role; and whether it is ensured that they do not have conflicting roles;
- **Support, training and factors unique to the individual**
 - Support – from peers and line management;
 - Training – preparing the person to be able to undertake the core function of the job;
 - Factors unique to the individual - catering for individual differences;
- **Change** – how the County Council, its Directorates and Units manage and communicate change;

Decide Who Might be Harmed and How

Work-related stress can affect anyone: no one is immune. In particular, however, it might affect those exposed to conditions under which any or all of the six factors detailed above are generating excessive or unusual pressure. In addition, people can become more or less vulnerable to work-related stress at different periods in their lives, so that they can feel that they have lost the ability to cope with work demands or situations that they were previously comfortable with, or might even have previously enjoyed. This can particularly affect people dealing with ill health or a domestic crisis, such as bereavement. It can also happen if the perceived balance between work and reward changes, so that they lose commitment, motivation, morale and an expectation of continuing to deal with problems and pressures.

Evaluate the Risk

For each of the six main potential areas, in which excessive pressure at work has been identified, three questions need to be considered:

1. What action are you already taking?
2. Is it enough?
3. If not, what more needs to be done to bring the source of pressure under adequate control?

When evaluating the effectiveness of assessment, background information can assist to identify areas of concern or highlight indicators that may demonstrate whether or not the present control measures are working effectively. This information may come from Quantitative or Qualitative Sources.

Qualitative Methods

- **Informal Talks With Staff** – The use of Team Meetings to discuss any excessive pressure through work and any potential for stress to result, as well as to explore what action can be taken to reduce or eliminate the problem;
- **Performance Appraisal** – A chance for a one-to-one discussion about individual work and to explore whether specific people are experiencing excessive pressure at work;
- **Focus Groups** – Useful to establish what a specific group of people think about their working lives;

- **Managing Attendance** – Return to work interviews with line managers following sickness absence allows for the opportunity to find out if there is a work-related problem and if so to start to tackle it.
- **Audit Findings** – May highlight issues of concern that could be affecting the level of pressure employees are exposed to, such as insufficient resources etc.

Quantitative Methods

- **Sickness/Absence Data** - This should allow the identification of any underlying cause of sickness absence and a demonstration of its extent and area of concentration;
- **Productivity Data** – Lower than expected performance can identify work practices or conditions that are causing work-related stress, low morale, low commitment or reduced loyalty;
- **Turnover** – If particular areas of the organisation have a higher rate of turnover compared to other units, this may point to a hidden problem with work-related stress;
- **Results from staff survey (Organisational Stress Survey)** – These can help to establish the causes of stress and the nature and extent of the problem within an organisation.

Stress is a complex issue and Staffordshire County Council needs to use a variety of the above methods to measure and identify work-related stress and to formulate an overall picture.

Control Hierarchy for Managing Work-Related Stress

Proper control mechanisms available for reducing general levels of pressure arising through work processes include:

- Avoid the risks (e.g. make the work environment safer);
- Combat risks at source (e.g. organise work sensibly and give people clear roles);
- Adapt the work to the individual (especially in workplace design, the choice of work equipment, and the choice of working methods, to alleviate monotonous work and work at a pre-determined rate, and to reduce their effect on health);
- Develop a coherent overall prevention strategy, which covers technology, organisation of work, working conditions, social relationships and the influence of factors relating to the working environment;
- Give priority to collective protective measures over individual protective measures (e.g. by tackling work-related stress at source rather than just providing information and training to individuals, or access to assistance programmes);
- Give appropriate instruction to employees.

Once the reasons for negative pressure or stress have been identified, agree actions to be taken and set timescales for implementation.

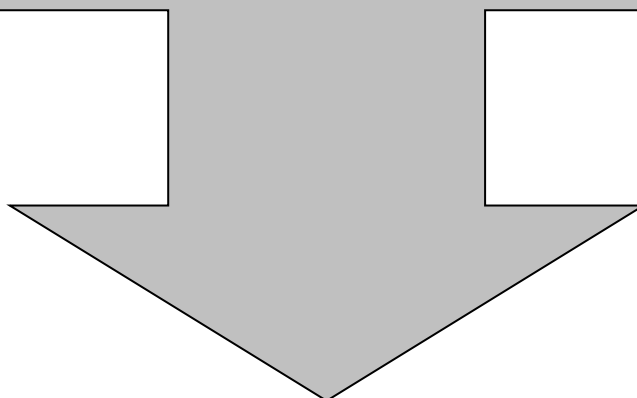
Implementing Controls Measures

When deciding upon the control measures needed to eliminate or minimise the causes of negative pressure, it must be approached in the same way as any other workplace hazard. It must be assessed and, where found to be excessive, appropriately modified. The following three levels of interventions provide the categories of controls that can be implemented to help eliminate and reduce the causes of negative pressure as well as minimise the effect of negative pressure. Whenever possible, primary interventions should be used as these tackle the root causes.

1. Primary interventions – those that seek to remove or modify the cause at source;
2. Secondary interventions- those that seek to equip people to deal more effectively with the pressures they encounter in life;
3. Tertiary interventions - seek to treat any damage that is already done.

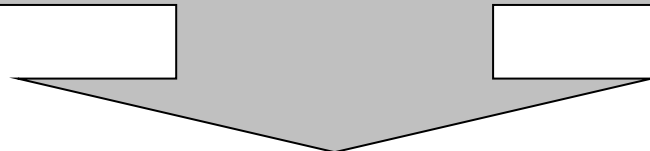
Primary Interventions

- **The use of questionnaires such as the Pressure Management Surveys, to identify the causes of excessive pressure in the workplace.**
- **PDR process provides a time for discussion and identification of the pressures being faced by an individual employee.**
- **Risk Assessment Process**
- **Information gathered from Qualitative and Quantitative Data can help provide indicators which may highlight where work related pressure needs to be reviewed.**
- **Development of a positive culture towards the management of stress, so that a stigma is not attached to mental health in general and stress in particular. Introducing the issue of stress under the banner of pressure management makes the subject more acceptable to employers and encourages employees to participate in programmes without admitting that they can no longer cope.**
- **Providing Managers with the Skills to identify work related stress and therefore implement effective control measures.**



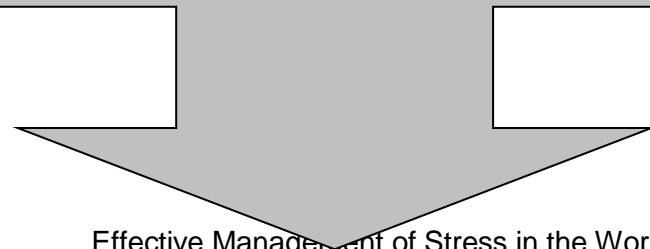
Secondary Interventions

Pressure is inevitable and because much of it arises outside of the workplace and is therefore beyond the control of the organisation it is important to make people aware of the skills they should adopt to manage pressure effectively and positively. If we can help people to manage pressure more effectively, then we can expect an improvement in their ability to perform.



Tertiary Interventions

Examples are employee assistance programmes and counselling services. While these are in no way a satisfactory response to the stress issue on their own, they do provide the comfort of a safety net. They also cater for those whose primary stressors lie in their personal lives and are therefore beyond the



Effective Management of Stress in the Workplace

Mechanisms to Control the Risks

Provided in the table below are some examples of some of the Mechanisms available for the six stress factors which can assist to control and minimise the effects of work related stress.

Stress Factor	Mechanisms to Control Risk
1. Demands of the Job	<ul style="list-style-type: none"> ▪ Absence Management Policy ▪ Recruitment and Selection Policy and Procedures ▪ Working Hours including those completed at home to be monitored ▪ Suitable work breaks encouraged ▪ Active analysis of work capacity ▪ Team meetings ▪ Appropriate training ▪ Regular supervision ▪ Personal Development Review Process ▪ Risk Assessments implemented and communicated ▪ Health and Safety Policies & Procedures implemented ▪ HR Capability Procedure communicated
2. Degree of Control over the Work	<ul style="list-style-type: none"> ▪ Flexible Working Scheme ▪ Regular supervision ▪ Employee input into Team Meeting Agenda items ▪ Team plans ▪ Personal Development Review Process ▪ Open door culture ▪ Empowerment
3. Working Relationships	<ul style="list-style-type: none"> ▪ HR Policy on Bullying and Harassment communicated ▪ Anti Discriminatory Practices training ▪ Quarterly supervision ▪ Regular team meetings ▪ Behavioural competencies ▪ Team support ▪ Staff Recognition Schemes ▪ Social activities
4. Job Role	<ul style="list-style-type: none"> ▪ Detailed Job Descriptions ▪ Personal Development Reviews ▪ Regular supervision ▪ Communication of Service Delivery Plans, Team Plans etc.
5. Support	<ul style="list-style-type: none"> ▪ Management of Work Related Stress Policy communicated ▪ Staff Care Counselling Service available to employees ▪ Occupational Health Unit advice ▪ Health and Safety advice ▪ Commitment to rehabilitation of employees on long term sickness absence ▪ Problem Solving Management Approach ▪ Team meetings/PDR ▪ Trade Union Representatives ▪ Stress Management training ▪ Time Management training ▪ Analysis of Work Related Stress Management Indicator Tool

<p>6. Change</p>	<ul style="list-style-type: none"> ▪ Chief Executives Bulletin ▪ Directorate internal communication ▪ Project Management Systems ▪ Early and regular communication ▪ Procedure to raise concerns ▪ Open door culture ▪ Consultation and engagement with staff
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Individual Employee Risk Assessment

Individual employees may differ in their ability to cope with work related pressure. Where this is identified the employees concerns and the action taken to manage the sources of negative pressure will be recorded within the individual's Personal Performance Review or Supervision/ 1-2-1 records. Confidential/sensitive information provided by individual employees should be taken into account when completing the team stress risk assessment. However, such information about individuals should be recorded separately by the manager and treated in confidence.

Significant events with individual employees regarding work related stress could result in the need to review the Team/Unit stress risk assessment. It may highlight the tip of an iceberg in terms of an issue that is wide spread amongst the team.

At times employees may highlight concerns regarding stress that are caused by factors outside of work. Action taken to help or support employees through such times will also be documented within PPR or Supervision/ 1-2-1 records.

Third Stage – Documentation and Evaluation

Control measures should be monitored and improved if necessary. Assessments should be reviewed at regular intervals and following significant change. Remember a stress risk assessment is a continuous process that needs to be refined and adjusted as the pressure changes with time.

It is recommended that managers document everything undertaken in connection with the assessment, including notes of meetings so that they develop a record of progress. Sensitive information provided by individuals must be treated in confidence.

